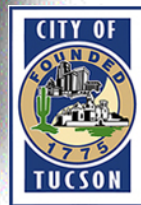




City of  
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*City Strategic Plan*

## introduction



# Introduction

## From The City Manager

The **City Strategic Plan** sets forth a set of priorities for the City of Tucson and provides a framework for strategic planning, which will help guide City resources and focus attention on results. On December 17, 2001, as part of the strategic planning process, the Mayor and Council adopted six focus areas for the City for Fiscal Year 2003:

- Transportation
- Neighborhoods
- Downtown
- Economic Development
- Growth
- Good Government

During special strategic planning sessions held during January, February, March and April, 2002, the Mayor and Council discussed each of the focus areas in greater depth. These working sessions were an important prelude to Fiscal Year 2003 & 2004 budget preparations. In light of the difficult budget year ahead, having defined priorities for the City is of particular importance. This will enable City resources to be organized more effectively to accomplish Council priorities. Setting focus areas and identifying associated projects not only helps in directing limited resources in developing the Fiscal Year 2003-2004 budget, but also clarifies for staff the results that Mayor and Council believe are important to achieve.

Within each focus area, the Mayor and Council have adopted a set of strategies and priority projects. Taken collectively, the focus area projects set the workplan for the organization for the next fiscal year. Performance measures, which are included in this document, set specific indicators of progress for each focus area. City staff will report periodically to Mayor and Council on the performance measures and provide updates on the projects listed in this document.

### This document contains the following:

- **Introduction-** a summary listing of the strategic policy statements and priority projects
- **Focus Area Sections-** within each focus area section is a description of the focus area, the strategic policy statements, and the associated projects
- **Performance Measures-** the key measures of performance for each focus area are briefly described
- **Timelines-** a depiction of the timeline for each project listed in this plan

Planning strategically is not new to the City. Past efforts such as the Livable Tucson Vision Program, the special Mayor and Council Day-Away sessions, the updated General Plan, the ICMA Resident Survey, and strategic plans for departments and services are important pieces of a strategic planning process. These past efforts form the building blocks of the City Strategic Plan.

The development of the City Strategic Plan will help direct the City's limited resources so that they produce significant results and further the Mayor and Council's agenda. I believe this process has been a valuable and informative one that will have practical results in the short-term, as well as significant, long-term impacts on the community.



James Keene  
City Manager



# CITY STRATEGIC PLAN

## The General Plan

- Growth Area and Population
  - Land Use
- Circulation (Transportation)
- Community Character and Design
  - Cultural Heritage
- Conservation, Rehabilitation, and Redevelopment
  - Safety
- Water Resources
  - Housing
- Parks, Recreation, Open Space and Trails
- Public Buildings, Services and Facilities
  - Cost of Development
- Economic Development
- Environmental Planning and Conservation

### Capital Improvement Program

### Neighborhood and Area Plans

### Service Plans

## Select Focus Areas

### Transportation

### Downtown

### Growth

### Neighborhoods

### Economic Development

### Good Government

## Budget Process

## Focus Area Projects FY2003 (partial list)

- Half-cent sales tax proposition
- Update Design Guidelines
- Pima County 1997 Bond Program

- Rio Nuevo
- Stimulation of Private Investment
- Mixed-Use Housing
- Intermodal Center

- Cost of Development
- Annexation
- State Land Planning
- Houghton Corridor Planning
- Development Services Improvement

- SABER
- Tucson Recycles
- Community Character & Design
- Integrated Neighborhood Service Delivery

- Develop Economic Identity
- Empowerment Zone
- Puerto Nuevo
- Workforce Development

- Employee Compensation and Classification
- Enhanced Customer Service
- Communication Plan
- Fee / Revenue Diversity

## Track Accomplishments/Communicate Results

# City Strategic Plan Focus Areas & Strategies

## **Transportation**

1. Seek and obtain resources necessary to improve the transportation system.
2. Provide leadership within the region to address transportation system needs.
3. Develop some alternative land use patterns to promote a more effective transportation system.
4. Deploy Community Character and Design policies in transportation projects.

## **Downtown**

1. Aggressively manage downtown's redevelopment through partnering efforts with public and private organizations and individuals active in the downtown.
2. Provide a highly "amenitized" urban center focused on the proposed entertainment experience area on Congress Street from Church Avenue to 4th Avenue, linked with the Tucson Convention Center and its adjoining proposed new Civic Plaza.
3. Leverage private leadership and investment in downtown through targeted public investment.

## **Growth**

Overarching Strategy: Elevate long range comprehensive planning to the highest level priority for the City of Tucson.

1. Ensure the balanced growth of the community.
2. Build effective relationships with regional partners.
3. Implement the General Plan's cost of development strategy.
4. Improve service delivery to address the demands of a growing community.

## **Neighborhoods**

1. The Human Environment – Maintain and strengthen human connections within neighborhoods, encourage inclusive participation, foster safety, strengthen neighborhood leadership, and encourage a greater sense of community stewardship.
2. The Built Environment – Invest public funding and encourage private investment and public/private partnerships in Tucson's neighborhoods and enhance their appearance and livability.
3. The Natural Environment – Respect and preserve our natural environment.

## **Economic Development**

Overarching Strategy: Recognize that every public policy decision has an economic component. Investment in public infrastructure and services, transportation, downtown, neighborhoods, and how we plan for and manage growth are key components of a healthy economy.

1. Foster a strong, diversified economy by creating, attracting, and retaining businesses that provide knowledge-based, high-quality employment opportunities.
2. Support the development of a prepared and successful workforce.
3. Improve community infrastructure to support and encourage economic expansion and opportunity in a global marketplace.

## **Good Government**

1. Improved Customer Service - Position the City to provide the highest level of customer service to city residents and the community at large.
2. Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.
3. Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.
4. Expanded Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.
5. Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.



# City Strategic Plan Critical Projects Summary

## Transportation

- **May 21, 2002 Election on Proposition 100 and Proposition 400** - An Election on the Charter amendment that would permit the City portion of the local sales tax to be increased by a half-cent and the Transportation Plan that outlines projects, programs, and services to be funded by this new sales tax revenue.

- **Pima County 1997 Bond Program projects within the City** – Secure guaranteed county funding for City projects (\$96 million). Convert appropriate projects to be managed and built by City staff. This requires action by the Pima County Board of Supervisors.

## Downtown

- **Tucson Convention Center Improvements** – Enhance the customer experience at the TCC through relocating the Box Office to face Church Avenue, upgrading the lighting and sound equipment in the Arena, and replacing carpeting in the Grand Lobby area. As the "primary component" of the Rio Nuevo Project, by law, the first construction effort must take place at the TCC.

- **Civic Plaza Area** – Create a plaza or "town hall" for special community events. This area would be framed by the TCC on the east, large attractions on the west, a mixed use parking facility on the north, and retail establishments on the south. Responses to a Request for Proposals were reviewed on the aquarium project, and negotiations to secure a Science Center will likely result in an Intergovernmental Agreement with the State of Arizona during this calendar year to facilitate the replacement of the University of Arizona's Flandrau Planetarium with this new venue in downtown.

- **100 Little Things** – Begin making physical improvements to a targeted area on Congress Street, step up the downtown "Clean & Safe" activities, engage the private sector through development incentives, and increase downtown's profile community-wide.

- **Intermodal Center Construction** – Elements include the redevelopment of the City Hall Annex, completion of the shelter over Locomotive 1673 at

the Depot, and reconstruction on the Depot's complex. A "Name the Depot" contest will engage the community in creating a designation for the facility this summer.

- **Fox Theatre Restoration** – Development of an agreement between the Foundation and the Rio Nuevo District is expected this calendar year to facilitate theatre restoration. The Fox Tucson Theatre Foundation recently received a federal grant of \$1,000,000 to be expended toward the redevelopment effort this calendar year.

- **Sales of Public Land for Private Residential Development** - Platting, planning, and infrastructure development will occur in two main areas: 1) the vacant City-owned acreage bounded by the Santa Cruz River, Congress Street, Clearwater Street, and the eastern edge of Menlo Park Neighborhood, and 2) the 10 acres bounded by Interstate 10, Congress Street, Clark/Granada, and the rail spur line. Both areas will be completed this calendar year.

## Growth

- **Houghton Corridor Master Plan** – Undertake and bring forward a comprehensive planning effort for the Houghton Corridor which integrates and updates land use, transportation, infrastructure and service plans into an integrated and fiscally sound master planning program.

- **Gateways to Downtown – Stone Avenue and 6th Avenue** – Develop programs to upgrade properties and encourage reinvestment in the 6th Avenue corridor, building upon recent and ongoing transportation improvements. Construct improvements as outlined in the Stone Avenue Corridor Study. The first phase includes streetscape, bike, and pedestrian improvements on Stone Avenue from 6th Street to 1st Street. Phase two of this project will include other approach corridors to downtown.

- **Broadway Corridor Plan Update** – Update and affirm the findings of the 1990 Corridor Plan for the twelve -mile segment between Houghton and I-10. This includes the conceptual right-of-way planning, buffering of adjacent residential areas, landscape and urban design standards, and the opportunities for redevelopment of the corridor.

- **Cost of Service Study** – Develop and present to Mayor and Council a cost of service study for consideration including a cost allocation model and a fiscal impact analysis pursuant to the requirements of the General Plan implementation component.

- **Urban Design, Building and Development Guidelines** – Bring forth the following design and development guidelines and standards for Mayor and Council considerations: Sonoran Institute Report, New Jersey Rehabilitation Code, and Transportation Projects Design Guidelines Manual.

- **Annexation Policies and Strategies** – Return with proposed comprehensive annexation policies and strategies per Mayor and Council direction.

### Neighborhoods

- **Slum Abatement and Blight Enforcement Response (SABER)** – Continue work on the SABER project toward an incremental build-up of the consolidated code enforcement unit to remediate slum rental properties and make owners accountable. Forty-five properties are targeted for abatement.

- **Integrated Neighborhood Service Delivery** – Creation of the Department of Neighborhood Resources incorporates many of the functions of the former Division of Citizen and Neighborhood Services (CNS) and other ongoing programs such as SABER (Slum Abatement and Blight Enforcement Response), the citywide infrastructure program "Back to Basics," graffiti abatement, neighborhood communication, and youth and family services.

- **Crime Control Through Coordinated Crime Intelligence Projects** – Develop a series of projects using technology-based coordinated crime intelligence. This will make information on neighborhood-based crime and youth violence more readily available.

- **Tucson Recycles** – Initiate this new program which will add weekly curbside recycling for residential customers. Recycling rates are projected to increase participation to approximately 80% and diversion to approximately 27%. Penetration of 100% of Tucson households can occur within twelve months of funding approval.

### Economic Development

- **Support for Local Businesses** – Continue programs and advocacy services directed at retaining and expanding local business, including small business. Through the supply chain development and

BusinessLINC program, increase profit opportunities for Southern Arizona businesses by linking them with local suppliers.

- **Tucson Empowerment Zone, Enterprise Zone, Foreign Trade Zone No. 174** – Use available state and federal tax credit programs, including the newly awarded Empowerment Zone, to assist companies to reduce the cost of doing business in our community.

- **Develop Tucson as an Inland Port and International Economic Gateway** – Continue further Puerto Nuevo implementation by securing Federal Port designation and developing an International Trade Processing Center. Support development of the I-10/I-19 southern connector route to serve as a bypass road and allow for the faster movement of freight through Tucson.

### Good Government

- **Develop an Enhanced Customer Service Plan** – Develop a plan to begin a multi-year initiative to improve customer service citywide. Continue to work to improve the telephone system (for example, roll out the constituent relationship management system to support this effort). Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact.

- **Develop a City of Tucson Public/Employee Communications Plan** – Develop a comprehensive communications policy for City of Tucson public information. Included in the policy will be a standard for public outreach that provides consistency in delivering City messages to all audiences, (including Spanish speakers) crisis communication strategies and procedures, and employee training. Develop a comprehensive communications policy for sharing information with the City of Tucson work force.

- **Diversify Fees and Revenues** – Develop a proposal for City services fees which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making.

- **Classification and Compensation Study** – Complete the implementation of the Classification and Compensation plan.